TIG Brief

THE INSPECTOR GENERAL OF THE AIR FORCE

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The Second American Revolution

REINVENTION

TIG Brief

Dedicated to improving the Air Force

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features

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in the news

On April 28, 1996, Lt. Gen. Richard T. Swope arrived in Washington, D.C. to assume his new role as the Air Force Inspector General. Gen. Swope is the former 13th Air Force commander, Andersen Air Force Base, Guam.

from the editor

In this issue, we have devoted our magazine to the reinvention labs of the Air Force. If you haven't heard of the reinvention lab concept or are unsure about just what it means, please take a moment to read Maj. Mark Kuschel's article on Page 8. Kuschel is the point of contact at Headquarters, Air Force Programs and Evaluations, Quality Division, and the resident expert on Air Force reinvention labs. Secretary of the Air Force Dr. Sheila Widnall, approving authority for all labs, lends her perspective to reinvention in this issue's signature article. In addition to the labs showcased here, numerous others have been awarded reinvention status or are in some stage of approval. If you'd like more information on the processes these labs are using, please call the author for specifics on their success.

The Air Force Inspection Agency, one of the most recently designated reinvention labs, is actively soliciting volunteers to join their team of "world-class consultants in demand by Air Force leaders—dedicated to improving the United States Air Force." Being a member of the field, management, acquisition, or medical inspection teams is a compliment to any career field and a rewarding two-year tour. Volunteering for inspection positions are accomplished like all officer assignments through the Air Force Personnel Center at Randolph Air Force Base, Texas. Browse the Daedalus or call your counterpart for specific qualifications needed to be a member of our quality team.

As always, we at *TIG Brief* actively solicit your article input and feedback on this magazine. Current contractual obligations allow us to publish a 24-page magazine; therefore, we reserve the right to edit manuscripts received to fit these parameters. You'll note a few changes made in this issue as a result of our customer feedback, including the color on the front cover. Our updated logo and new by-line have been in the works since last summer and they debut with this color issue. We hope our readers agree these changes make *TIG Brief* an even more attractive package for our inspection news. Please let us know what you think.

ANGELA L. ELLARD, Captain

Signature Article

FORGING A PATH TO THE FUTURE AIR FORCE REINVENTION LABS

by Dr. Sheila E. Widnall

It was one of those proverbial "dark and stormy nights." Through the haze of a gale, a ship's captain spotted what looked like the lights of another ship, heading straight for him. He told his signalman to blink to the other ship: "Change your course 12 degrees north."

A response flashed back: "Change *your* course 12 degrees north."

The ship's captain responded: "I am a captain. Change your course north."

The reply flashed back: "I am a seaman first class. Change *your* course north."

The furious captain signaled back: "Change your course north. I'm on a battleship!"

To which the reply came back: "And I say change *your* course north. I'm in a lighthouse."

When the facts change, be prepared to change course. That's where we are today in the Air Force. We find ourselves in a new era and we can no longer approach our work like business as usual. A new strategic environment, shrinking budgets and work force, a new set of missions, and new technical opportunities add up to a need for the Air Force to step up to new practices across the full sweep of our responsibilities.

This is not a "nice to have." This is a pass-fail item. If we cling to old ways of doing business, we will inevitably fail to meet our obligations to this nation and to our people.

We have aggressively adopted that mindset in our acquisition practices. We have swept away the shelves of old regulations and directives, swept away the paperwork and the adversarial relationship that for so long existed between the Air Force and industry. We are already seeing the results. Our next-generation conventional bomb, the joint direct attack munition, which we had expected to cost about $40,000 a copy, will come in at about $15,000. The contract for the PACER CRAG upgrade to the KC-135 was awarded ahead of schedule and saved $90 million.

Results like those demand more than just revising regulations. They demand a change in our mindset, in the way we view our work. Those changes are taking hold in acquisition—and we must ensure that this same process is at work through every other aspect of Air Force operations.

Changing The Cultural Mindset

We have come a long way over the past few years in adjusting our culture. The managerial principles adapted Air Force-wide, now becoming instinctive to most of our members, have brought us a long way down that path. In essence, these are:

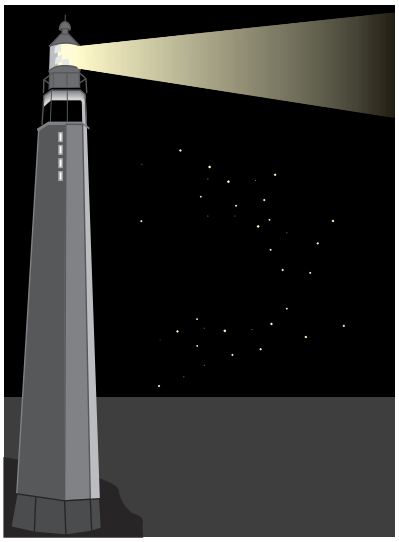
- Cut back to basics. Eliminate unnecessary processes.
- Know your customer and ensure you are meeting his needs.
- Eliminate red tape. Focus on results not checklists.
- Decentralize authority. Release innovation. Ensure your employees have the training and

the tools they need to be effective.

But one other element is necessary as we work to instill this philosophy throughout the force: we need experience in practical application of these principles. We need units to move ahead, find the "unknown unknowns," and implement solutions to the problems they uncover. Then we need to spread the lessons learned from those units across the force—so we learn these lessons only once instead of repeating them unit by unit.

Reinvention Laboratories: Pathfinders

We have designated pathfinder organizations to adopt these principles, work out the processes, and learn what works and what doesn't. We call them reinvention laboratories. We have taken care to establish these across a wide range of activities and avoid burdening the people in these units with additional work as they open our window to the future. The Air Force established the first labs in 1994 and has designated seven since then. Already, as we start down this path, we are finding huge payoffs to this approach—not just in the lessons we have learned but in



the work produced under this new philosophy. Some examples include:

For Air Force headquarters staff, the 11th Wing at Bolling Air Force Base is implementing a federal automated system for travel, a paperless electronic method of processing travel orders and vouchers. Travelers receive travel reimbursement deposits to their bank accounts in two to three days versus two to three weeks.

The Air Mobility Command Surgeon General is developing a provider workstation to improve health care delivery. Provider workstation will use computer technology to reach into patient homes for patient education, medical triage, medical monitoring and mentoring, and even remote patient visits.

The International Affairs Directorate in the Air Staff has created integrated product teams to streamline and restructure security assistance processes and enhance international training. A key goal is to make these processes more supportive of Air Force and Department of Defense initiatives to reach out to new coalition partners.

I am pleased with the progress of our seven Air Force reinvention laboratories and the contribution Air Force organizations are making to the Department of Defense labs. Theirs is an awesome task of shattering old paradigms and remolding minds into a new way of thinking. I am counting on them to teach us better ways of doing business. As they embrace this philosophy and embed it into our organizational culture, they will light our path into the 21st century.

Secretary of the Air Force

Tracking Recent Inspections

The following are the most recent Air Force Inspector General's Functional Management Review and Acquisition Management Review reports. The information in this section is general in nature and contains only the purpose and scope of the reviews. We do not include specific findings and/or recommendations because they are privileged information.

However, Air Force organizations may request a copy of these reports by calling Tech. Sgt. Widener at DSN 246-1645 or writing him at HQ AFIA/CVS; 9700 G Avenue SE, Suite 345D; Kirtland AFB NM 87117-5670. Requests can also be made via e-mail using this internet address: tig@smtps.saia.af.mil. Agencies outside the Air Force desiring a copy of any of these reports should contact SAF/IGI by dialing DSN 227-5119 or commercial (703) 697-5119.

AMR of Adequacy of Test Infrastructure, PN 95-504, examined the ability of the current test infrastructure to support current and long-term developmental test and evaluation. Major areas reviewed were test infrastructure capabilities and method of funding test infrastructure. The review team interviewed all levels of the Air Force acquisition management chain, the Department of Defense and the Air Force test community. *(HQ AFIA/AIS, Lt. Col. James J. Schiermeyer, DSN 246-1691)*

★ ★ ★

FMR of Services' Home Station Training, PN 95-601, determined the effectiveness of the services' squadrons home station training program and assessed base-level ability to fully complete the training based on availability of services' squadrons personnel. The review team visited services' squadrons home station training programs at 12 Air Force installations representing five major commands and one field operating agency. *(HQ AFIA/MIS, Maj. Walter W. Erck, DSN 246-1969)*

★ ★ ★

FMR of Vehicle Justification, Authorization, and Revalidation, PN 95-611, assessed the effectiveness of the justification, authorization, and revalidation process for Air Force managed vehicles under the Registered Equipment Management System. The team examined vehicle authorization and revalidation procedures at major commands, base-level user vehicle justification procedures, and base-level procedures for granting and reviewing authorizations. *(HQ AFIA/MIL, Lt. Col. Wayne R. Byron, DSN 246-2009)*

★ ★ ★

FMR of Military Acquisition Logistics Positions, PN 95-614, assessed the process for identifying and filling military acquisition logistics positions. The team reviewed policy and guidance; assessed the validity of and requirements for acquisition-coded positions to determine if position coding was consistent with Defense Acquisition Workforce Improvement Act, Department of Defense, and Air

Force policy; and reviewed military records to determine operational and acquisition crossflow. The team visited Air Force headquarters, three major commands, two field operating agencies, two product centers, two depots, and three units. *(HQ AFIA/MIL, Lt. Col. Ross G. Gobel, DSN 246-1973)*

★ ★ ★

FMR of United States Air Force Cannibalization Program, PN 95-617, evaluated the management of the maintenance cannibalization process to determine the effect on mission capability. The team reviewed Air Force policy, major guidance, and technical orders for adequacy; assessed the documentation, man-hour availability, and risk of cannibalizing aircraft parts; and assessed the cannibalization process for systemic problems. The team visited nine units representing four major commands. *(HQ AFIA/MIL, Lt. Col. Douglas C. Beckwith, DSN 246-2073)*

★ ★ ★

FMR of Survivor Benefit Plan, PN 95-618, determined the effectiveness of base-level procedures for administration of the Survivor Benefit Plan. The team reviewed Air Force policy and guidance for base-level management of the plan; assessed base-level management practices and procedures for meeting program responsibilities outlined in Air Force Instruction 36-3006, *Survivor Benefit Plan*; and interviewed selected personnel to include mission support squadron commanders, military personnel flight chiefs, Survivor Benefit Plan program managers, casualty affairs managers, family support center directors, and customers. The team visited seven Air Force installations representing five major commands. *(HQ AFIA/MIS, Maj. Judith F. Rollins, DSN 246-2260)*

★ ★ ★

FMR of Missile Wing Security Reorganization, PN 95-621, assessed reorganization of missile security squadrons into the missile squadrons. The team reviewed policies and procedures, compared how various missile wings integrated security into the missile squadrons, and reviewed the chain of command and management structure. The team also evaluated security provided by each security police flight within the operations group, examined actions taken to ensure security standards and training are applied consistently throughout the wings, and interviewed selected personnel to determine the level of emphasis placed on protecting our nation's most sensitive resources. *(HQ AFIA/MIS, Lt. Col. Rudy I. Kamman, DSN 246-2256)*

★ ★ ★

FMR of Weddings and Funerals, PN 95-622, assessed the pastoral effectiveness in support of weddings and funerals in the Air Force chaplain service. The review team visited seven Air Force installations representing five major commands and one direct reporting unit. The team assessed management of weddings and funerals, use of wedding coordinators, staff bereavement training, follow-up ministry for the bereaved, and military funeral training. *(HQ AFIA/MIS, Chaplain, Lt. Col. Robert M. Gurr, DSN 246-1914)* ✑

Reinvention 101

Maj. Mark R. Kuschel
HQ USAF/PEQ DSN 223-8623

A reinvention laboratory is an Air Force organization using innovative approaches to achieve continuous improvement and breakthrough change. The laboratory framework is based on the four National Performance Review guiding principles. These principles were first introduced in September 1993, when President Clinton and Vice President Gore promised the American people a government that "works better and costs less." The principles are: cutting back to basics, putting customers first, cutting red tape, and encouraging employees to get results. Our Quality Air Force philosophy and culture are 100 percent consistent with these National Performance Review principles.

- **Cut back to basics**
- **Put customers first**
- **Cut red tape**
- **Encourage employees to get results**

Reinvention laboratories support prudent risk-taking, encourage the removal of bureaucratic barriers, and clearly link authority, responsibility, and accountability. It's important to understand that reinvention laboratories merely complement what organizations are already doing; in particular, strategic planning, unit self assessments, and Quality Air Force Assessments. Labs are merely another tool in facilitating radical change by incorporating the concept of reengineering into continuous improvement efforts. The review and approval of laboratories by Air Force Chief of Staff General Ronald Fogleman and Secretary of the Air Force Dr. Sheila Widnall also help rally organizational members around a common goal, increase an organization's ability to make meaningful changes, and provide visibility and importance to the effort.

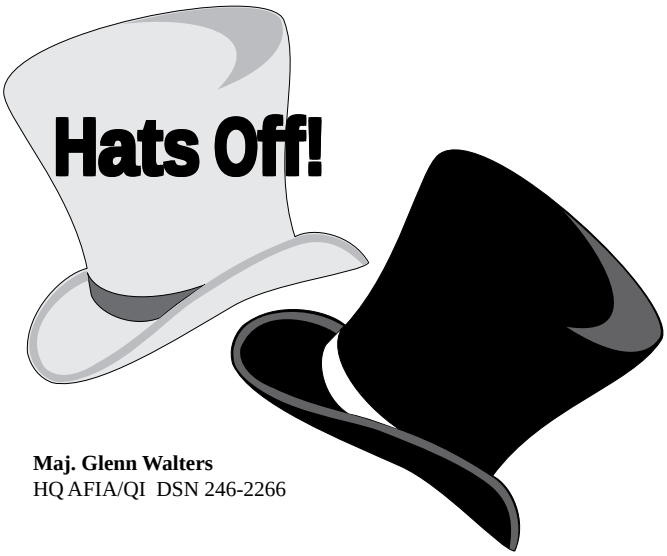
For organization-wide reinvention initiatives, the National Performance Review guiding principles fit together much like pieces of a puzzle: *if one is missing, the others lose their power.* To create an organization which advances toward the vision of a transformed culture, *all four*, must be present. History has shown that piecemeal efforts to improve Air Force organizations have failed to deliver the desired results. Just think of the many "ideas" you've seen come and go throughout your career. Chances are, these ideas failed to incorporate *all four* guiding principles.

Many Air Force organizations under pressure from increasingly demanding customers and competition find themselves in a cycle of constant process improvement in an attempt to improve organizational performance. Typically, internal processes are streamlined in some manner, often through either restructuring or "automating," but the organization as a whole tends to remain essentially the same; those organizations will eventually encounter their own limits to growth. These ongoing process improvements are crucial activities but tend to provide marginal improvements.

Some common characteristics have emerged in the most successful laboratories approved to date. Reinvention laboratories enjoy the committed involvement of the top leadership, complemented by the unfettered enthusiasm of the work force for change. Labs are also mission driven, customer focused, and maintain an environment which unleashes the innovations of its employees. In addition, reinvention laboratories try new ideas, set the pace of cultural change, and inspire others to do the same. They also encourage prudent risk taking and moderate the attendant fear of failure. Finally, labs regularly highlight successes and recognize the people responsible for those successes in order to continue on the continuous improvement journey.

In short, one can tell whether an Air Force organization should be considered a candidate for reinvention laboratory designation based on the absolute commitment to change envisioned by top leadership and the presence, as a minimum, of the four key National Performance Review guiding principles imbedded in the way business is done. These four principles—cutting back to basics, putting customers first, cutting red tape, and encouraging employees to get results—provide a sound framework for breakthrough improvement and world-class organizational qualities. As stated in Gen. Fogleman and Secretary Widnall's June 1994 policy memo, reinvention laboratories will facilitate improvement in our most critical areas. There you have it—the challange is set! A closing thought by renowned author Victor Hugo, *"An invasion of armies can be resisted, but not an idea whose time has come."*

Hats Off!



Maj. Glenn Walters
HQ AFIA/QI DSN 246-2266

The Air Force Inspection Agency was designated a reinvention laboratory by Secretary of the Air Force Dr. Sheila Widnall in December 1995. The primary focus of the laboratory is on exporting assessment and inspection processes that were reinvented over the past three years. Since 1993, the agency has spent considerable time and effort changing assessment processes to meet National Performance Review directions and Quality Air Force principles. The agency's four main assessment and inspection products, functional management reviews, acquisition management reviews, health services inspections, and Quality Air Force Assessments have been invented or reinvented based on direct customer input. The perceived confrontational black hat image has been changed to the value-added collaborative gray hat role.

The National Performance Review recognized the cultural role and influences oversight activities have in improving processes and making positive system changes. The review specifically established action items for changes to the Inspectors' General focus, changes which would require a cultural transformation within the organization. Actions were to change the emphasis from compliance auditing to evaluating management control systems; change the method of operation to be collaborative and less adversarial; establish performance criteria for inspectors general; and not offer bonuses to inspectors. The Air Force inspection system's thrust with Quality Air Force Assessments directly focuses on the first two actions. Rather than trying to inspect compliance into processes, the focus is on units themselves knowing what their compliance responsibility is and *how* they are complying. The assessment serves to validate the unit's knowledge and performance outcomes in terms of the Quality Air Force criteria which includes some compliance issues.

The Inspection Agency's quest or vision is *"The world-class consultant in demand by Air Force leaders—dedicated to improving the United States Air Force."* The statutory requirements of the Inspector General generally provide the right direction, but the agency's role goes beyond simply meeting these requirements. The agency's direction is to proactively anticipate where Air Force process "train wrecks" may occur and objectively alert Air Force leaders. The laboratory's goal is continued acceleration of changing the Air Force and federal Inspector General focus by producing and exporting value-added, how-to-process guides and videos; creating training opportunities, and hosting workshops on reinventing the inspection system.

The Quality Air Force Assessments process has been exported to numerous Department of Defense agencies and several of the more than 60 federal Inspectors General. Modeling the Quality Air Force criteria in the agency's daily operation has ensured solid approaches are in place; strategic plans, action plans, comprehensive human resources plans, recognition systems, employee suggestion systems, data systems, community involvement, and customer relationship management or marketing. The Air Force Inspection Agency recently completed its third annual unit self assessment using the Quality Air Force criteria. This assessment was externally validated by two sources. First, the agency received the highest New Mexico Quality Award given, the Roadrunner, for the second consecutive year. Second, a partnership with Air Mobility Command Inspector General was developed to provide an independent look at each other's processes. The agency's unit self assessment has been exported to other field operating agencies as a sample to follow.

In addition, agency personnel assisted with the Pacific Air Forces' lead effort to create an Air Force case study based on 1995 Quality Air Force criteria and a "how-to" process guide for applying the criteria to Air Force organizations. In January 1996, AFIA released its second listing of best practices from assessments based on Quality Air Force criteria strengths observed at visited units. Another primary method of exporting processes is through teaching formal inspection and assessment courses. Assessment process guides have been created for the agency's four main assessments or inspections. The Air Force Inspection School continues to contribute to making the cultural transformation by teaching new inspectors, Air Force wide, on collaborative inspection and assessment processes. Additionally, class schedules for the unit self assessment and assessor courses have been established for 1996. The thrust of the Air Force Inspection Agency is further exportation and review of assessment processes and techniques within the Air Force and the federal Inspector General community.

Reinventing Health Care Delivery

Lt. Col. Larry C. George, BSC
HQ AMC/SGQ DSN 576-4225
Lt. Col. George L. Berberich, BSC
375th Medical Group/SGSI DSN 576-2382

Seeking to "maximize the efficiency of Department of Defense health care operations" through the "use of emerging technology to upgrade care at Department of Defense health care facilities," the Medical Defense Performance Review Project Office at Scott Air Force Base, Ill., works with the Scott medical center and the rest of Department of Defense Health Services Region 5 in implementing Tricare, the ambitious reengineering of the entire military health care delivery system.

Initial work has focused on developing a next-generation medical information tool kit to help physicians, nurses, and health care administrators improve and change the outpatient or ambulatory patient care process. Begun as an effort to scale a provider work station prototype to a medium-sized medical center, the review office is now responsible for development of the Department of Defense clinical integrated work station, formerly known as the provider work station, which is capable of inpatient and ambulatory health care documentation.

The Department of Defense Military Health Services System, consisting of the combined health care assets of the three services, provides health care to over 8 million active duty, retirees, and family members through a worldwide network of hospitals and clinics. Tricare, begun in 1993, emphasizes prospective health care planning rather than demand based and seeks to achieve some appropriate "level of health" for a specified population. Given a fixed per patient budget, medical treatment facility commanders at the 12 Tricare health service regions must decide whether to provide services within the military hospital or purchase care from Tricare support contracts.

Because of deficiencies in data gathering, the Military Health Services System has difficulty managing this approach. Until development of the composite health care system, health care administrators were unable to tell how many outpatients had been seen, how many times, or the related diagnosis or procedures ordered without physically tallying the patient charts or clinic appointment sheets. The composite health care system now supports patient appointments and scheduling, laboratory, pharmacy, and radiology services across the military. The system, however, does not possess the ability to document the ambulatory visit properly.

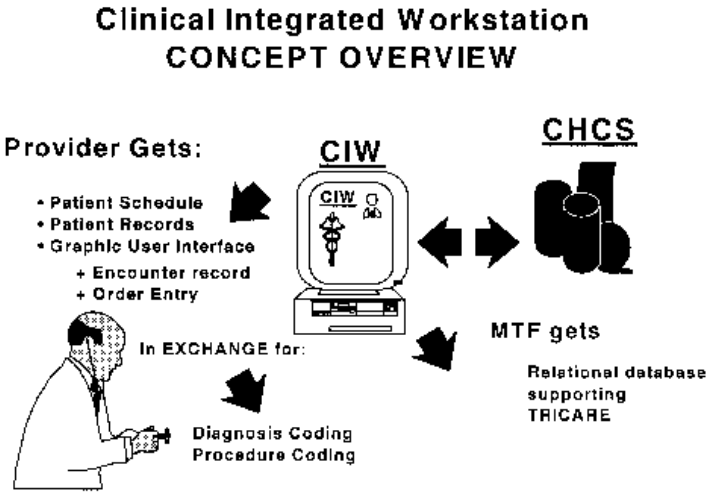
There are also problems with current paper health care records. A 1992 Air Force Audit Agency report showed that on the average, only 70 percent of records were available at the time of the patient visit and, of these, 50 percent had

missing items that were needed for that particular visit. At the time of the survey, there were 50 million annual Department of Defense patient visits.

The clinical integrated work station prototype addresses these needs by providing ambulatory visit coding, patient-level cost accounting using an image-based patient record, and a graphical user interface "front-end" to the system. It is unique in that it allows the provider patient record assembly while simultaneously loading an underlying data base. The goal is to make the record available 100 percent of the time, 100 percent complete, and provide the necessary clinical, resource, and outcome data needed by Tricare.

The provider begins the encounter by selecting a patient from the appointment list. A summary problem list shows active acute and chronic diagnoses, current medications, family history, habits, occupational notes, immunization status, and optometry prescription. Images of previous encounters, those created on the work station or scanned into the optical data base, may be viewed rapidly. Upon selecting an appropriate form, the provider may type or handwrite directly on the computer-generated form. Overprints and a full anatomical clip art library aids in documentation as it may be "pasted" to the record being created. Laboratory and radiology results may be viewed, cut, and pasted into the new image and annotated as well. New orders, as well as the diagnostic and procedure codes entered by the provider, are automatically pasted onto the document and stored in the data base. The completed record is printed for inclusion in the paper chart and stored on an optical drive for future use.

The clinical integrated work station prototype is the cornerstone of the larger project addressing the full spectrum of clinical care. It is now used by over 90 Scott Air Force Base providers in 40 clinics, documenting over 50 percent of daily outpatient visits, with the numbers steadily increasing as the providers gain familiarity with the system. Over 60,000 records have been recorded so far. With the work station nearing a "product release" stage, it will be available for other Department of Defense sites to support crucial ambulatory capability. The work station provides a rich resource of health care data necessary to support the managed care transition of military medicine for the 21st century.



Assisting Our Coalition Partners

Lt. Col. Patrick Graff
SAF/IAX DSN 223-8555

John Naisbitt, in his best seller *Megatrends*, said "change occurs when there is a confluence of both changing values and economic necessity, not before." With the end of the Cold War, the confluence of economic necessity and changing values quickly became a vortex. The changes initiated with the fall of Communism are still reverberating almost six years later.

The newly created democratic nation states are clamoring for assistance. They want to know how to train their military forces to North Atlantic Treaty Organization standards and exercise command and control over armed forces in a democracy. They also want military equipment which will facilitate interoperability with United States and NATO forces. All of these types of assistance fall under what we call security assistance.

Security assistance is a generic term covering a wide range of programs through which the United States partially implements its foreign policy. The Deputy Under Secretary for International Affairs is the focal point in the Air Force for security assistance but this assistance is a team effort which requires the involvement of every major command in the Air Force. The mission—reach out to new emerging democracies and bring them on board as coalition partners—is a complex and resource-intensive task.

While security assistance activities have focused on emerging democracies in recent years, procedures for administering security assistance programs have been around for decades and operate at no cost to the U.S. Government. As of this writing, the Air Force is administering 4,310 cases or contracts worth approximately $105 billion, principally with our traditional allies. A trend which has been developing since the end of the Cold War has been a decline in the procurement of major weapon systems and an increase in smaller support and service-type cases. These smaller cases are as work-force intensive as the larger system sales yet they do not generate enough administrative trust fund money to cover Air Force administrative costs.

Based on current figures, we project that five years from now the administrative trust fund will have a 33 percent shortfall unless we undertake a major restructuring effort to reinvent how we manage security assistance programs. Yet, we must continue to support our coalition partners. To do this, we must find ways to streamline long-standing case management procedures, restructure financial

policies and procedures, and provide the same quality service with fewer people. With these goals in mind, the Secretary of the Air Force Dr. Sheila Widnall chartered the international affairs division on July 5, 1995, as a reinvention lab.

The international affairs division stood up a steering committee soon thereafter. On Oct. 24, 1995, Air Force Chief of Staff Gen. Ronald Fogleman visited the steering committee and impressed upon the group the importance of streamlining security assistance processes by removing obstacles and antiquated regulations which block implementation of initiatives by senior Air Force and Department of Defense leadership to transfer excess defense articles to less developed countries. As a result of Gen. Fogleman's perspectives provided during that visit, the steering committee created five process action teams, each with a different focus to reengineer security assistance including foreign military sales.

Membership on the steering committee and the five teams cuts across the entire Air Force with representatives from Headquarters Air Force, Headquarters Air Force Materiel Command, Headquarters Air Education and Training Command, Headquarters U.S. Air Force Academy, Air Guard Bureau, F-16 Systems Program Office, F-15 Systems Program Office, and numerous air logistics centers. From the diverse members of the teams, one can determine this reengineering initiative is truly an Air Force effort.

While the work of the process action teams is ongoing, they have made a great deal of progress already. The team for coalition building, "the Chief's PAT,"—designated because its focus is the excess defense articles transfer issues raised by Gen. Fogleman,—Secretary of the Air Force Policy Division has begun a thorough review of security assistance procedures as they relate to the expeditious transfer of defense materiel and services to coalition partners. In particular, the process action team has zeroed in on "road blocks" associated with transfers of U.S. excess defense articles. The team has identified and prioritized obstacles in the transfer process and will propose solutions and strategies.

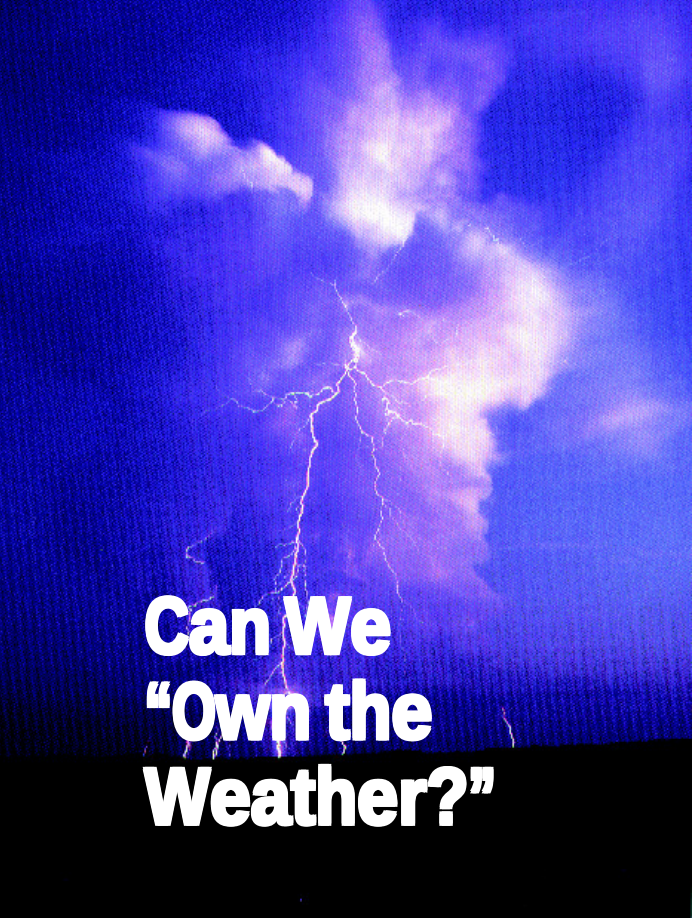
The team on organizational relationships, led by Air Force Materiel Command International Affairs, has begun a comprehensive review of security assistance relationships throughout the Air Force and identified several areas, from parochial interests to process redundancies, which prevent efficient utilization of the work force and resources. The team will complete a security assistance inter-agency work force assessment and begin identifying fixes for better utilization.

The team on security assistance case management, led by Air Force Security Assistance Center Process Management, has begun to base line the case management process and identify barriers which result in delays in meeting customer requirements and prevent these barriers from impeding efficient process flow from case inception to case closure. The team has begun brainstorming to identify solutions to reduce cycle times and streamline the overall process.

Secretary of the Air Force Policy Division leads the team on financial procedures and has begun the process of identifying inefficiencies in foreign military sales accounting and financial procedures which need to be streamlined. These include procedures for recoupment of nonrecurring costs, work force accounting, resource funding, and direct fund cite procedures, as well as pricing procedures for provision of price and availability data and letters of offer and acceptance to customers.

The policy division also leads the team on international education and training and is now assessing information cross-flow among education and training providers and identifying changes which will result in a more efficient use of training resources. The team has already compiled and released a user friendly Air Force Catalogue of Education and Training Courses for use by security assistance officers in the field. At present, they are staffing an initiative to expand the Inter-American Air Forces Academy to other international military education and training eligible countries and are studying problems associated with expanded F-16 international flight training.

We are very encouraged by the progress the process action teams have made so far but recognize they are still in the process of scoping the problem; the real work, to find and execute solutions, is yet to be done. As Henry Kissinger once said, "each success only buys an admission ticket to a more difficult problem."



Can We "Own the Weather?"

Lt. Col. Gary Sickler
CWF/CC DSN 579-5702

The Combat Weather Facility is the Air Force's center of excellence for battlefield weather issues. It is unique in its composition—Air Weather Service combat weather specialists, joint service experts, and Air Education and Training Command tactical trainers. This organization is a designated reinvention laboratory responsible for reinventing how Air Force weather members assist the warfighter in using current and forecast battle-space environment information to overcome all opponents.

The Combat Weather Facility uses a three-phased methodology to achieve its top reinvention initiative—"own the weather." This initiative will enable the warfighter and Air Force weather specialist to exploit knowledge of the environment and its effects on the battle space to gain a decisive advantage over an opponent. During the "know the weather" phase, it will examine current and planned tactical weather application capabilities, identify shortfalls, and design the appropriate mix of weather information needed by war-fighters conducting battle-space operations. The "apply the weather" phase involves the application of user-friendly visualizations to ensure warfighters can anticipate the weather's effects on their operations. This phase is intended to enable warfighters to fully understand and exploit the effects of weather on friendly and threat personnel, weapon systems, and operations to their advantage. The facility integrates the insights learned during each phase to update Air Force weather doctrine, tactics, techniques, and technologies.

During its first year, the staff has truly "put customers first." In cooperation with the Army Research Laboratory, the facility is testing plans to transition specialized Army decision aid techniques to improve capabilities for weather units supporting Air Force operations. Additional reinvention initiatives include: innovative ways to repackage essential information and materials for weather forces to take to war, technical proposals to improve weather input used during the air combat tasking order process, and identification of solutions to common combat weather problems. The Combat Weather Facility's most recent initiative is a weather warrior reinvention program that permits weather personnel to easily translate innovative ideas into reality.

A successful partnership with AETC accounts for the facility's most dramatic success story to date—the early cultivation of future "weather warriors" through the combat field skills class. The class equips weather people with battlefield skills and exposes them to state-of-the-art deployable weather equipment. Directed at the newest Air Force weather members, the combat field skills class covers shortfalls in basic soldiering identified by the major commands. The education focuses on learning about deployable weather equipment and improving survivability in a hostile environment. Personnel are exposed to a five-day scenario while living under field conditions. They learn tent and shelter construction, camouflage techniques, assembly and maintenance of personal field gear, maps, land navigation, tactical weather observing operations, generator operations, and perimeter defense. Graduates of the combat field skills class are prepared to meet the needs of the Air Weather Service.

The Combat Weather Facility is Air Weather Service and AETC working together to reinvent combat weather, enabling Air Force weather personnel to work with the war-fighter to "own the weather."

All Aboard for *FAST* Travel

Mr. Robert J. Milne
11th Wing/FM DSN 224-6933

"Why can't we pay our people in 15 minutes?" That charge by Lieutenant General Thomas G. McInerney, then the Air Force's Assistant Vice Chief of Staff, to the 11th Wing's Comptroller in August 1993 set the vision for a fresh look at the temporary duty travel process. From that vision grew a fully automated, paperless travel authorization and voucher processing system that is being implemented at Headquarters Air Force at the Pentagon and Langley Air Force Base, Va. Each part of the federal automated system for travel—travel document creation, signature, transfer, approval, computation, disbursement, accounting, and retention—is accomplished electronically.

As Headquarters Air Force's support organization, the 11th Wing, formerly the Air Force District of Washington, translated General McInerney's vision into a concept of a paperless process that would reduce the administrative and finance burden, speed payment, improve customer service, and enhance accountability. In his capacity as Director of the Defense Performance Review, General McInerney designated the 11th Wing as a reinvention laboratory in January 1994 to give it the freedom to adopt new ideas without being encumbered by existing policies.

Recognizing the process improvements and potential savings of this reinventing travel initiative, Vice President Gore endorsed the team's concept by awarding them the National Performance Review's Hammer Award in March 1994. The Office of the Secretary of Defense added its support by tackling the complex set of travel entitlement regulations. The result—simplified travel regulations and new policies––are beginning to ease the administrative burden and speed payment to all Department of Defense travelers. While the 11th Wing was merging commercial off-the-shelf software with its own programs to interface with the disbursement and accounting systems, Headquarters Air Combat Command offered to have Langley Air Force Base participate in this travel initiative, bringing a needed operational environment to the automated system for travel test.

Inventing a new machine is a difficult, time-consuming task. Likewise, reinventing a process as complex as the Department of Defense travel system isn't easy either. Computer connectivity, approval to use electronic signatures, and paradigm changes were all challenges to be overcome. Headquarters Air Force and Langley Air Force Base experienced problems with their client/server networks. Some offices operated in a secure local area network environment and required use of a dial-in modem as an alternative connection. Others did not have the capacity to handle the data stream necessary to access the data bases. Focus on the vision and old-fashioned persistence have been the keys to progress.

Use of an electronic signature is a critical feature of this system. The 11th Wing was only the third agency in the federal government to adopt the electronic signature as authority to disburse funds. After months of coordination and review of the internal funds control procedures, the General Accounting Office sanctioned 11th Wing's and Langley's use of an electronic signature for a test period.

Now, after all those months of preparation, software development, network upgrade, training, and paradigm changes, the system is working at the Pentagon and Langley Air Force Base. Over 5,400 potential travelers in the headquarters have access to the system's paperless travel document processing. Over 150 vouchers per day have been prepared by the travelers at their personal computer, electronically signed, and approved by a supervisor; computation, disbursement, and accounting is fully automated with receipts retained by the travelers. What generally took two to three weeks and travel technician overtime to pay travelers now takes two to three days to have the payment deposited in the travelers' bank accounts by electronic funds transfer. At Langley Air Force Base, Headquarters ACC is on line with the 1st Fighter Wing projected to be using the system by the end of the summer.

As expected in any reinvention effort, the federal automated system for travel still requires improvement. It's getting better every day, but the 11th Wing's travel team is working hard to identify and fix software bugs, assist offices in resolving connectivity problems, train users, and coordinate with the vendor to improve the user friendliness of the software. It hasn't been easy for either the process team or some of the travelers but working together, they are demonstrating how vision and technology can improve our business processes.

Fraud in the Air Force

Maj. James G. Pasierb
AFOSI/PA DSN 297-4728

The Air Force Office of Special Investigations (AFOSI) investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most AFOSI fraud investigations are in the procurement area: product substitution/diversion/mischarging, conflicts of interest, and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste, and abuse is felt throughout the Air Force, and we should all accept the responsibility to prevent it at every opportunity. Mutual command and AFOSI support, coupled with teamwork, are essential for successful prevention, detection, and neutralization of fraud. Here are some examples:

Theft of U.S. Government Surplus Property

Subject: State Civilian Surplus Property Screeners
Synopsis: A joint task force including Air Force Office of Special Investigations, Federal Bureau of Investigations, the Naval Criminal Investigative Service, Government Supply Agency, and the Defense Logistics Agency was formed to identify and neutralize the diversion and theft of surplus government property from a northern California defense reutilization and marketing office. Civilian screeners are authorized to obtain property from DRMO if it is to be used for state programs such as law enforcement or fire fighting. One screener obtained $5.6 million in property for a northeastern city, while the city knew nothing about it. The property included vehicles, communications equipment, shelters, and other high-value items.
Results: Agents recovered 110 pieces of equipment from one screener's property and an additional $1 million from the other. One screener cooperated with authorities and testified he split profits from the sale of equipment with the other. Agents recovered approximately $5 million worth of property from both screeners. The other screener pled guilty to conspiracy to divert government property for personal gain and was sentenced to 36 months probation and ordered to pay $3,000 restitution.

Fraud and Falsification of Pay Documents

Subject: Air Force Lieutenant Colonel
Synopsis: An investigation revealed numerous irregularities in the officer's personnel records and the manner in which she was reimbursed for these falsifications. For example, she submitted paperwork claiming her mother as a dependent and recertified that claim although both her parents had been deceased for several years. She also claimed basic allowance for quarters with dependent rate using her husband as the basis for the rate even though they were divorced. The individual also collected unauthorized family separations allowance. The officer received more than $20,000 in overpayment, in a two-year period.
Results: The officer was dismissed from the Air Force, sentenced to three-months confinement, and ordered to pay $23,000 in restitution.

False Testing

Subject: Air Force Top 100 Contractor
Synopsis: After a one-year joint investigation with the AFOSI as the lead, a contractor agreed to settle a suit filed by the Department of Justice. The company falsely tested and substituted key electronic parts related to the identification friend or foe systems used on F-16 fighters and other Department of Defense aircraft.
Results: Total recoveries from settlements with the contractor totaled $19.7 million.

Summary of Recent Audits

Ms. Terri Buckholtz
AFAA/DOO DSN 426-8012

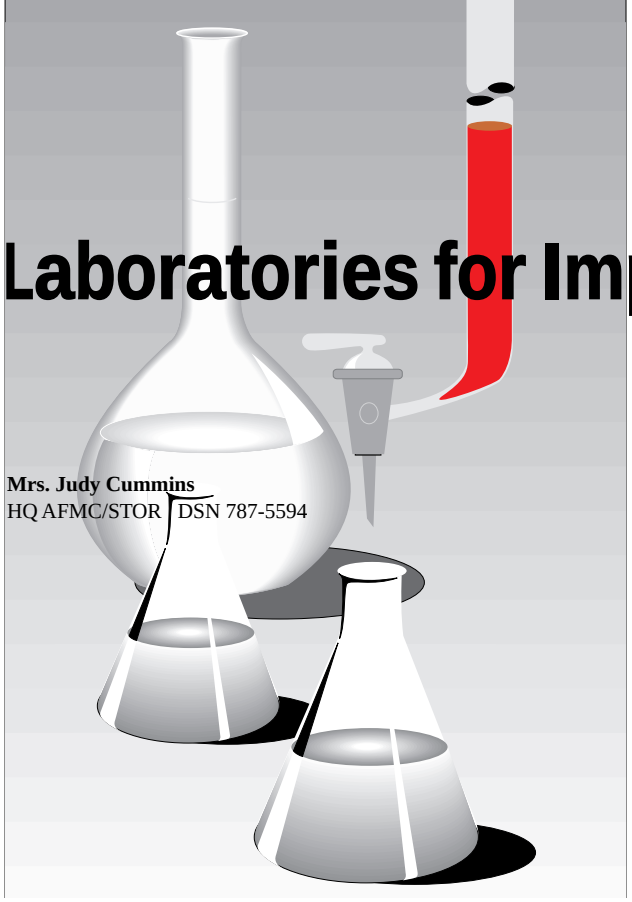
The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Ms. Terri Buckholtz at the number above, at her e-mail address *buckholtz@afaa.hq.af.mil*, or writing her at HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125.

Management of Military Family Housing (MFH) Damage Repair Costs at an Air Education and Training Command installation needed improvement. Specifically, MFH repairs caused by occupant misuse were not identified, repair costs were not computed, and subsequently, reimbursements were not obtained. In addition, housing personnel did not identify maintenance that was occupant responsibility or analyze trends of excessive occupant use of MFH maintenance. Charging occupants for repairs and maintenance caused by neglect or abuse could realize an estimated annual savings of $41,700. *(Report of Audit 92596029)*

Management of Express Transportation for Small Packages at an Air Combat Command base required improvement. Specifically, use of overnight delivery services for Air Force assets was excessive. In addition, guaranteed delivery services were not evaluated and refunds were not requested for late deliveries. Also, an opportunity existed to improve the timeliness of processing inbound deliveries. Prioritizing outbound items and obtaining reimbursements for late outbound deliveries would result in an annual estimated savings of $57,765. *(Report of Audit 91896013)*

Adjusted Stock Levels at two Pacific Air Forces installations were not always effectively managed. Specifically, base-initiated adjusted stock levels were not always limited to current mission requirements. Further, approval was not always obtained for base-initiated adjusted stock levels and supporting documentation was not retained as required. Reducing adjusted stock levels to current mission requirements and redistributing excess on-hand items will result in savings of $164,874 at one base and $324,240 at the other. *(Reports of Audit 92296021 and 92296022)*

Management of Small Computers at an Air Force Reserve base was not effective. Specifically, equipment valued at $104,000 could not be located and separation of duties was not adequate between the ordering and receiving duties. Further, acquisition approval was not always obtained and proper justification was not always established. In addition, computer loan procedures and custodian appointments required management attention. Without these important internal controls, installation officials do not have assurance they are maintaining proper accountability over computer equipment valued at $2.5 million. *(Report of Audit 26596026)*



Laboratories for Improvement

Mrs. Judy Cummins
HQ AFMC/STOR | DSN 787-5594

Our Air Force science and technology laboratories have been in the reinvention business since 1989 when they formally established a new program to improve business practices and operations under the auspices of the Department of Defense-sponsored laboratory demonstration program. Thus, our laboratories were logical reinvention laboratory candidates when the current administration undertook the reinventing government initiative in 1993. The Air Force laboratories are Armstrong Laboratory at Brooks Air Force Base, Texas; Phillips Laboratory at Kirtland Air Force Base, N.M.; Rome Laboratory at Rome, N.Y.; and Wright Laboratory at Wright-Patterson Air Force Base, Ohio.

Upon designation as reinvention laboratories in 1993, the Air Force laboratories joined with the other services in the laboratory quality improvement program, administered by the deputy director, defense research and engineering. The defense laboratory quality improvement program implementation panel manages the program and chairmanship rotates among the services. The primary focus of the program is to eliminate bureaucratic red tape, delegate authorities to the lowest level, and streamline business processes.

An Air Force laboratory quality improvement program integrated product team develops and champions waiver requests and initiatives. The integrated product team consists of representatives from each participating laboratory and Headquarters Air Force Materiel Command functional process owners.

Fifty-three Air Force regulatory waivers and other initiatives have been approved at all levels including legislative changes since 1989. Three of our most significant successes include ones with personnel demonstration, research and development, and minor military construction.

First, the Air Force laboratory personnel demonstration was approved by Congress in the fiscal year 1995 Defense Authorization Bill. It gives Air Force laboratories increased authority to make civilian personnel decisions on hiring, classifying, compensating, and retaining scientists and engineers and addresses the laboratories' most important resource—our people. Maj. Gen. Richard R. Paul, AFMC director of science and technology, has described this initiative as the most important opportunity affecting Air Force laboratory operations in the last 20 years.

Twenty individual initiatives and waivers are being staffed for approval from AFMC to the office of personnel management. A four-person project office was established at AFMC Science and Technology Branch, supported by six integrated product teams and over 60 people across the command. The cornerstone of the proposed demonstration is a civilian contribution-based compensation system which integrates paybanding and a contribution-based appraisal system. Waivers already approved at AFMC authorize the laboratory commanders to make "zero balance" changes to their unit manning documents and approve organizational changes at three-letter level and below. The demonstration proposal is currently in review at the office of personnel management with implementation expected in October 1996.

Second, research and development streamlined solicitation and contract is a new, innovative process

for streamlining science and technology contracting. Approved by the Department of Defense in October 1994 for a 20-month demonstration, the test applies to laboratory acquisitions under $10 million and includes a two- to three-page announcement in the *Commerce Business Daily*, replacing requests for proposals. It gives the government's requirement in broad terms and invites industry to present creative and innovative solutions to research and development problems. The streamlining also includes all military services using a standard contract format with clauses referenced rather than incorporated as full text in the contract. The demonstration is already showing significant payoff by reducing contract lead times and administrative overhead, lowering protest rates, and decreasing requests for changes.

As of January 1996, the Air Force science and technology laboratories awarded 43 contracts using the new procedures. Government and industry have been enthusiastic over the simpler, more streamlined contracting process.

Third, Congress approved increasing the minor construction threshold to $1 million and minor military construction to $3 million. Congress also approved a third legislative demonstration in the February 1996 Department of Defense Authorization Bill titled *Department of Defense Laboratory Revitalization Demonstration Program.* This two-year demonstration gives laboratory commanders authority to make funding decisions for their facilities without waiting for the standard military construction cycle. This will permit quick modernization of research facilities in response to rapidly changing programs and emerging technologies.

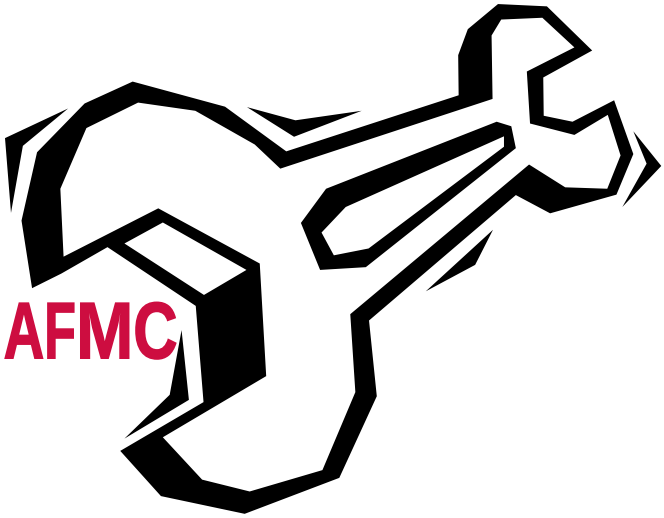
The reinvention laboratories were also successful in streamlining other areas. For example, research, development, test, and evaluation appropriations can now be obligated in the second year. In addition, the dollar threshold for legal review of contracts at Wright Laboratory was raised from $100,000 to $300,000, allowing shorter contract lead time and placing the authority at the lowest level. Also, the Air Force laboratories will soon be authorized to charge overhead in all research and development budget categories, previously prevented by Air Force instruction. Laboratory commanders will have better visibility of costs and can allocate overhead fairly across projects.

A waiver request is in the works to modify the federal acquisition regulation, eliminating the pre-award clearance to determine if contractors have violated equal employment opportunity statutes. Instead, the existing debarred bidders list will be expanded to include violators, saving time for contract awards.

Another tri-service waiver request is under study as a result of the defense management report decision to consolidate the laboratory financial management people in the Defense Finance Accounting Service. The laboratories are concerned that their customer support will degrade without collocated financial support. So, the military services are requesting that on-site, dedicated accounting service people remain in the laboratories. The Air Force laboratories would participate in the multi-year demonstration as a control group to collect performance data for later use in assessing accounting service operations.

The science and technology laboratories have seen marked changes in the way they do business. Everyday processes don't take as long since authorities are being given to the lowest level. The people who know the most about their particular operations are the very ones empowered to exercise their knowledge, and laboratory commanders are making business decisions without being gauged by other Air Force barometers. We have faced many challenges in getting a good start and perpetuating the momentum, but the benefits make it rewarding and worthwhile. We look forward to additional streamlining and believe the time is here and the environment is right to make that happen.

Reengineering AFMC



Mr. James Schalbrack
HQ AFMC/LGPW DSN 787-3588

With the end of the Cold War, the United States Armed Forces found themselves training for two major regional conflicts instead of a major European conflict. In addition, budget cutbacks forced personnel end-strength restrictions, wing reductions, and base closures. To maintain readiness in this changed environment, the Air Force turned to proven business practices such as reengineering.

Originally championed by Michael Hammer and James Champy, reengineering became the "siren song" for Air Force Materiel Command. The application of reengineering allows a business process to be rethought, reconfigured, and redesigned into a new model that produces dramatic improvement in performance. The reengineering effort sponsored by Headquarters AFMC through the support and industrial operations mission element board, adopted the Hammer and Champy definition of reengineering as being descriptive of the expectations for this effort.

The sort of dramatic approach necessary for true reengineering requires stepping beyond typical functional stovepipes and evaluating processes that are tied to products that cross functional boundaries. This kind of cultural change is not easy to accomplish, especially in a heavily controlled environment such as the Air Force. Reengineering requires the rethinking of restrictive business policies and procedures and often removing the old and replacing them with totally new policies and procedures.

In August 1994, the Air Logistics Center Reengineering Steering Group comprised of the executive director from each of the logistic centers and chaired by the Headquarters AFMC Director of Logistics met to plot the course of the reengineering effort for logistics. This group identified two major focus areas for the reengineering effort: inventory management and maintenance management. The group further decided the primary stockholders in the logistics process were the major command logistics centers and they should be full partners in all reengineering team activities.

Originally five teams are established to reengineer separate portions of the logistics process. These teams are requirements determination led by Oklahoma City Air Logistics Center, stock control and distribution led by San Antonio Air Logistics Center, workload management led by Ogden Air Logistics Center, production led by Sacramento Air Logistics Center, and depot maintenance business area operations led by Warner-Robins Air Logistics Center. Each of these teams is led by a senior manager and staffed by some of the best and brightest in AFMC. In July 1995, a sixth team, supply support to production also led by Warner-Robins, was chartered.

Reinvention laboratory designation in AFMC is interpreted as a means to facilitate new business processes implementation developed by these teams by working policy waivers through established Department of Defense and Air Force guidelines. On July 14, 1995, Secretary of the Air Force Dr. Sheila Widnall approved laboratory designation for the air logistics centers.

After months of working individual pro-

cesses, the teams and Headquarters AFMC determined that an integrated perspective needed to be formulated. They determined it was necessary for AFMC to clearly define the fundamental purpose of the wholesale logistics process and characterize the nature of our business. The nature of our business dictates that we work in partnership with our customers in a single, seamless process to fix and ship parts. Although this may seem simplistic, all efforts must be focused on this to ensure our success and ability to meet our customers' needs. In effect, we transform broken parts, returned to us from our customer, into serviceable items that are either transported back to them or placed in temporary storage. The command controls only a portion of this process and before reengineering, process ownership needed defining .

The reengineering teams have provided that definition and laid the foundation so the reengineered process can become reality. They have designed the processes necessary to support the vision, developed tools that will significantly reduce manual intervention and redundancy, and identified and removed some of the policy barriers. AFMC established a program office that has developed a program management plan and test and evaluation plan. These plans include schedules, costs, test criteria, metrics, and much more.

One of the tenets of reengineering is the need to diversify employees, which becomes very important as we look at processes that cross functional stovepipes.

Each of the teams is testing portions of reengineered process at prototype locations at the four air logistic centers. Integration of all processes and tools began in April at a process support lab set up at Wright-Patterson Air Force Base. During these prototypes, barriers to success were identified and, if related to policies, directives or procedures, are being worked as reinvention lab waivers. There are over 20 of these waivers being worked at the air logistics centers.

Although much has been accomplished, much remains to be done. As we begin looking forward to future process implementation across the command, several issues remain unresolved. One of the tenets of reengineering is the need to diversify employees, which becomes very important as we look at processes that cross functional stovepipes. Many of the most difficult policy issues we will be dealing with in the future will relate to how we align responsibilities and compensate our employees.

Additional challenges loom on the horizon as we begin to take the newly developed information systems and attempt to migrate them across the command. Much of the concern related to information systems comes from the need for investment capital and determining if the new information systems being developed for the joint services will work in the new logistics process. These newly developed processes and tools have not been presented to the command as a whole. Because AFMC has over 100,000 employees, the truly daunting task is educating our customers on what the new process will do for them.

In February 1996, General Henry Viccellio Jr., Air Force Materiel Command commander, described his vision of a new AFMC at a senior leaders maintenance course. Based in part on the concepts developed by the reengineering teams, he rallied all of the resources within the command to ensure the success of this program. His final words at the conference, directed to senior leadership, were to make this initiative their number one priority

Signed, Sealed, and Delivered

Capt. Tom Butler
HQ USAFE/LGTR DSN 225-1955

Logistics strategies emphasizing rapid, assured transportation, has been the focus of Department of Defense and the Air Force express delivery reinvention lab, a consortium among Headquarters Air Force, Defense Logistics Agency, and United States Transportation Command. Working under the auspices of Vice President Gore's reinventing government initiative, the lab has developed rapid prototype applications to improve logistics support. The lab has a process in place which allows it to work around non-value added requirements and foster leading edge express delivery practices that dramatically improve logistics responsiveness. Those practices focus on the "three V's": velocity improvement, variability reduction, and visibility enhancement, giving Department of Defense logistics systems improved service reliability and robustness.

Lab members have taken that charter seriously. Since its inception in July 1994, the lab has spawned a number of innovative process and data management prototype initiatives, some of which have already been institutionalized. These include process improvements such as mail-like matter movement, which allows Air Force and Defense Logistics Agency shippers to move classified parcels by express carrier, slashing shipment costs by over $125 million while dramatically improving service levels over conventional shipment modes. These successes have generated plans to expand mail-like matter movement to other sensitive commodities and destinations outside the continental United States. Repair and return packaging, a practice borrowed from the mail order industry, makes return shipment of depot-level reparables easier and faster during peacetime and wartime. Serviceable items are shipped from the depot in "smart" boxes that contain a preaddressed return shipment label already inside, enabling flightline personnel to quickly process the item for express shipment back to the depot or other source of repair.

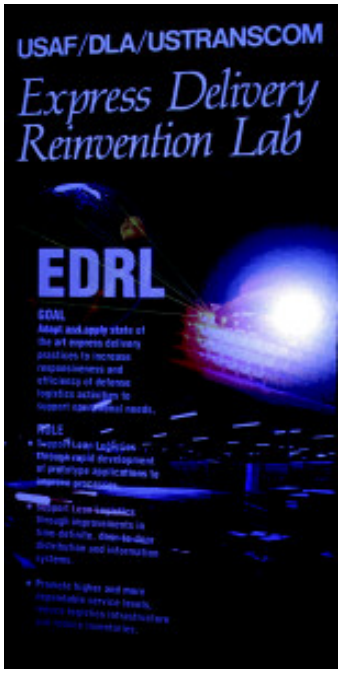


Photo by Staff Sgt. Michael D. Parker

The lab's data management initiatives also give transportation services an added dimension, increasing value to the customer. For example, the standard transportation integrated industry processor will give Air Force automated cargo processing systems additional capabilities to electronically access express carrier services, increase data entry speed and accuracy, and produce an innovative industry standard shipping label. This processor will likely be a springboard allowing single data entry for a series of processes to include shipping, billing, customs clearance, and in-transit visibility. Successful prototype tests at Eglin Air Force Base, Fla. and Shaw Air Force Base, S.C. have paved the way for nation-wide implementation beginning in July.

A related project, customs clearance electronic data interchange, has implications for process improvement and data management. A development effort to electronically pre-position shipment data to facilitate rapid customs clearance on international express shipments, the interchange has already produced cycle time benefits. Customs clearance times for Air Force cargo shipped to Italy dropped from five days to just over one day after lab members evaluated and reengineered current clearance and delivery practices.

Finally, the lab's inbound receipt processing initiative promises to dramatically accelerate receipt of Defense Logistics Agency shipments at Air Force bases. Like the customs clearance electronic data interchange, integrated industry processor electronically pre-positions advance shipment data into Air Force cargo processing systems. This advance data from Defense Logistics Agency's Automated Manifesting System eliminates the need to manually enter shipment information at the destination, improving receipt speed and accuracy. These and other lab initiatives are helping set new standards for reparable cycle times, as well as reducing order and shipping times. The result will be a leaner, more flexible force that relies less on fixed maintenance infrastructure and inventory stockpiles to ensure combat readiness.

inspection news

The Inspector General School provides the academic environment for training new members of our inspection teams. The school is designed to give new members important insights on the challenges they will face in the field inspecting units and offer advice on how to respond to customer questions. In response to our customers requests, we have added a third day to the IG School dedicated solely to covering aspects of the complaints an investigations processes. This third day should be of interest to IG members who frequently deal specifically with complaints and inquiries. While wing IGs and major command inquiries branch IG personnel will benefit greatly from the focus of this third day, we have found most major command IGs want all new inspectors to attend the inquiries block as well as the initial two-day course.

The accompanying schedule shows where the three-day school will be offered over the next eight months. The phone number next to the location is our point of contact for the class conducted at that location. If these classes would be of benefit to you, give that point of contact a call to reserve your seat. You may also call us directly at the IG School for additional assistance.

AIR FORCE INSPECTOR GENERAL SCHOOL SCHEDULE

May 14-16, 1996
Kirtland AFB N.M.
(AFIA/CVS) 246-1558

June 11-13, 1996
Kirtland AFB N.M.
(AFIA/CVS) 246-1558

July 16-18, 1996
Kirtland AFB N.M.
(AFIA/CVS) 246-1558

July 23-25, 1996
Randolph AFB Texas
(AETC/IG) 487-2330

Aug. 3-15, 1996
Kirtland AFB N.M.
(AFIA/CVS) 246-1558

Sept. 10-12, 1996
Peterson AFB Colo.
(AFSPC/IG) 834-6176

Sept. 17-19, 1996
Ramstein AB Germany
(USAFE/IG) 480-2522

Sept. 24-26, 1996
Scott AFB Ill.
(AMC/IG) 576-2496

Oct. 8-10, 1996
Kirtland AFB N.M.
(AFIA/CVS) 246-1558

Oct. 22-24, 1996
Wright-Patterson AFB Ohio
(AFMC/IG) 787-3572

Nov. 5-7, 1996
Shaw AFB S.C.
(9TH AF/IG) 965-3941

“An invasion of armies can be resisted, but not an idea whose time has come.”

-Victor Hugo